12 August 1970

MEMORANDUM FOR: Director of Security

SUBJECT

: Office of Security Individual Career Advancement Program

- 1. Over the years, the Office of Security Career Board has been alert to move careerists to various assignments so as to enhance their careers. The direction of thrust in our program has been "top--down" (management to employee). I feel that our efforts have strengthened our Office but we may have overlooked some potential talent in individuals who have been less vocal than others about developing their careers.
- 2. Our Long-Range Planning Group has studied the problem of career assignments, keeping particularly in mind our young professional employees. This effort gave rise to a suggested program in which the thrust of individual career planning is from the "bottom--up." We have captioned this approach as the Individual Career Advancement Program (ICAP). One of the hopes of the program is that the motivation which drives young employees to succeed will automatically carry with it a motivation to qualify themselves for specific assignments along the way. Such qualification would involve training, language development, and overseas assignment to mention a few. It is also hoped that the program will involve planning in the family unit so as to make flexibility of assignments come more easily and possibly more enthusiastically.
- 3. The program leaves room for the specialist but highlights an awareness of the possible shortcomings of such a choice. This, too, should ease disappointments in the twilight of careers when the "system" is so frequently blamed and criticized. The true specialist who has broader capabilities will have steered his own course. Specialization will have been his choice.

- 4. The attached form captioned "Career Continuity Record" is the heart of the ICAP program. It consolidates into a single form all of the biographic and personal data which the Office of Security requires from an employee. Pages three and four are devoted to career planning on the part of each professional employee. Page three yields a visual profile of the employee's career as well as his career plan. Page four permits him to set forth the training which he considers necessary and desirable to develop his career. It emphasizes language development. Page four also permits narrative coverage of the career plan. If thoughtfully executed, this portion of the form should permit us to know our people better than we have before.
- 5. The program also includes an effort to improve communication between management and our professional careerists. A loose-leaf volume containing abbreviated, informally written job descriptions for each position in the Office of Security is now almost completed. Copies of this volume will be available to each professional careerist in the field and in headquarters.
- 6. The ICAP program also envisions and requires a degree of automation. Since only \_\_\_\_\_\_dossiers and career plans are involved, we will be able to use a mechanical system which has already been identified. The system will readily identify individuals with facts about their background and details of their career plans. It will ''recall'' these facts and details utilizing a coding mechanism. We believe that the use of this rather simple mechanical device will permit early implementation of the program.
- 7. I have presented the proposed ICAP program to our Management Advisory Group. This group, as you know, is comprised of young careerists who have been in the Office longer than a year and are in grade GS-11 or below. They have shown enthusiasm for such a program.
- 8. If properly used, we in the Long-Range Planning Group feel that the combination of factors which comprise the ICAP program will do much to:

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- b. Motivate careerists toward building broad foundations for security careers,
- c. Place more employees in jobs which they want,
- d. Stimulate the desire for training and language development, and
- e. Develop a career service which is cognizant of individual desires in building an inventory of careerists qualified and ready for broad utilization.
- 9. With your approval, we plan to initiate this program immediately after the volume of job descriptions has been printed and distributed.

Deputy Director of Security

Attachment

The recommendation contained in paragraph 9 is approved.

25X1A

Howard J. Øsborn Director of Security

Sept 9,1980

Date

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\* See next page.

\*I not only heartily approve implementation of this "Individual Career Advancement Program" but would like to commend you and the members of your Long-Range Planning Group for the very obvious thought and work that has gone into its development. At the very next meeting of this Group, I hope that you will convey to it these sentiments. I have sent a copy of this plan, together with its implementing form, to the Deputy Director for Support and to the Director of Personnel with the thought that they may wish to consider it for possible broader application within the Agency. In my opinion, it is entirely responsive to the desires of the Administration and the Director to devote increased dimension and emphasis to the importance of making careers for our young budding executives.

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